

**Service Agreement
between
Austin Independent School District
and
Arrow Media, LLC**

This Service Agreement ("Agreement", as further defined in the paragraph immediately below) is entered into and effective on the last date that the Agreement is fully executed by the Parties (as defined herein below) by and between **Austin Independent School District**, a Texas school district ("District"), and **Arrow Media, LLC**, a person or business entity ("Contractor"). District and Contractor (collectively "Parties" and singularly a "Party") agree as follows:

This Agreement consists of the Signature Page and the following: the Terms and Conditions set forth below and all contents hereof; the Statement of Work (Exhibit A); the Basis of Compensation (Exhibit B); Criminal History Record Information Review and Contractor Certification (Exhibit C), and Additional Exhibits (Exhibits D, E, F, G, and H). This Agreement shall also include the Request for Proposals ("RFP"), when applicable, and Contractor's proposal.

Terms and Conditions:

GENERAL PROVISIONS:

1. **DELIVERABLES:** This Agreement requires Contractor agrees to provide services: as set forth hereunder, and as detailed in the RFP and Contractor's proposal, and as detailed in the Statement of Work (collectively, the foregoing shall constitute "Deliverables" and as applicable, singularly "Deliverable", as used in this Agreement), in a prompt, timely and professional manner. Quantities shown in the RFP are District's best estimate of District's requirements for the Agreement term but should not be construed as guaranteeing a minimum purchase quantity or establishing a ceiling. Contractor agrees services will not begin and payments will not be made by District until the Agreement is fully executed, a purchase order has been issued by District to Contractor and an invoice has been submitted by Contractor to District. Without limitation, Contractor will provide the Deliverables in accordance with the specified deadlines in the Statement of Work. Per District policy, contracted services provided by District employees or their immediate family members are prohibited without prior approval from the Superintendent or the Superintendent's authorized designee.
2. **TERM OF AGREEMENT:** Subject to Section 4, the term of this agreement shall be one (1) year upon full execution of this Agreement and continue in force for so long as any Exhibit to this Agreement remains in effect or until terminated in accordance with its terms.
3. **RENEWAL OPTIONS:** Provided that the Agreement is still in effect, the District shall have the option to renew the term of this Agreement for (**0**) additional one-year periods commencing at the expiration of the term as defined in Section 2 and upon the same terms and provisions set forth herein. Renewal options shall be made by amendment to this Agreement, in writing and signed by authorized representatives of Contractor and District.
4. **TERMINATION OF AGREEMENT:** Except as otherwise allowed below, this Agreement shall terminate when Contractor shall have completed all work covered by this Agreement, unless extended by written mutual agreement of District and Contractor at the time final service is completed. The District may terminate the Agreement for any reason if the Contractor fails to fulfill the obligations in a timely and proper manner. The District may terminate the Agreement by giving written notice of such termination and the effective date of the termination. In the event of termination prior to completion of the Agreement, the Contractor shall be entitled to receive just and equitable compensation for any satisfactory work completed to the date of termination. The District may also terminate this Agreement at any time without cause by the furnishing of a five (5) day written notice from an authorized District representative to the Contractor, but the Contractor will be paid an amount which bears the same ratio to the total compensation as the services actually performed to the total services of this Agreement, less any compensation previously paid.

5. ENTIRE AGREEMENT AND AMENDMENT: This agreement constitutes the entire Agreement of the Parties, and it may not be changed, altered, amended, modified, or rescinded except by written agreement signed by the duly authorized representatives of the Parties.
6. ASSIGNMENT: Neither Party shall assign this Agreement without the other Party's prior written consent; except that Contractor may assign this Agreement without District's consent to an entity: possessing a controlling interest in Contractor; that is under common control with Contractor; or in which Contractor possesses a controlling interest. Irrespective of any assignment authorized by this Section, Contractor shall be legally bound by and subject to the Agreement, and any permitted Contractor assignee shall accept such assignment with the express written acknowledgement that it shall be bound by all terms and obligations set forth in this Agreement. Any prohibited assignment shall be void. This Agreement inures to the benefit of and will be binding upon District and Contractor and their respective successors and permitted assigns.
7. FORCE MAJEURE: Neither Party shall be liable for any delay or failure in performance due to acts of nature, terrorism, labor disputes, riots, war, fire, epidemics, disruption of utility services or other similar occurrences that are beyond its reasonable control ("Force Majeure"). However, in order to avail itself of such excuse, the Party must act diligently to remedy the cause of and to mitigate the impact of the delay or failure.
8. DISPUTE RESOLUTION: In the event of any dispute, claim, question, or disagreement arising from or relating to this Agreement or the breach thereof, the Parties hereto shall use their best efforts to settle the dispute, claim, question, or disagreement. To this effect, the Parties shall consult and negotiate with each other in good faith, and recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to both Parties.
9. SEVERABILITY: If any provision of this Agreement is held by final judgment of a court of competent jurisdiction to be invalid, illegal, or unenforceable, the invalid, illegal, or unenforceable provision shall be severed from the remainder of this Agreement, and the remainder of this Agreement shall be enforced, except as modified to the minimum extent necessary to render the provision valid and enforceable.
10. COMPENSATION: District agrees to compensate Contractor for Deliverables related to the performance of this Agreement based upon work actually and satisfactorily performed not to exceed the total amount detailed in the Basis of Compensation. There is no minimum guarantee of payment. The Contractor shall not receive reimbursement for travel, meals and lodging related to any services rendered or efforts provided in fulfilling the obligations of this Agreement unless expressly authorized by District.
11. HOLD HARMLESS AND INSURANCE REQUIREMENTS: It is agreed that the Contractor is an independent contractor. Contractor shall be solely responsible for payment of employees and shall further be solely responsible for the withholding and/or payment of any taxes or contributions imposed by any federal, state or local governmental entity by the reason of employment. Contractor shall provide, if required, workers' compensation and public liability insurance to protect Contractor from liability for injuries or damages. Contractor agrees to hold the District harmless from any and all liability that the District may incur, including without limitation, damages of every kind and nature, out-of-pocket costs and legal expenses, incurred by reason of the Contractor's negligence or breach of this Agreement.
12. NOTIFICATION OF CRIMINAL HISTORY OF CONTRACTOR: Contractor must give advance notice to the District if the person or an owner or operator of the business entity has been convicted of a felony. The notice must include a general description of the conduct resulting in the conviction of a felony. District may terminate this Agreement if District determines that Contractor failed to give or misrepresented the conduct resulting in the conviction. Statutory citation found in Texas Education Code §44.034. This notice is not required of a publicly-held corporation.
13. CRIMINAL HISTORY RECORD INFORMATION REVIEW: Contractor, whether a person or business entity, must submit to a criminal history record information review if as an independent contractor, Contractor will have continuing duties related to the contracted services and direct student contact as defined in District policy CJA (LEGAL). Contractor must certify to District in Exhibit C to this Agreement that Contractor has complied. Statutory citation found in Texas Education Code § 22.0834.

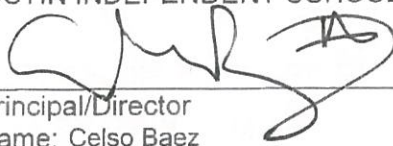
Contractor shall also ensure that a criminal history record information review, per guidance in Exhibit C to this Agreement, has been conducted on all of its employees, interns, volunteers or sub-contractors providing services for the District under this Agreement and there is no criminal history record that would prevent employees, interns, volunteers or sub-contractors from working in District facilities or events sponsored by the District. If it is determined that Contractor or any of Contractor's employees, interns, volunteers, or sub-contractors is in violation of this provision, Contractor shall immediately remove such person from the property of the District with no requirement of written notice from the District and shall prohibit such person from future entry on the property of the District. Statutory citation found in Texas Education Code § 22.0834.

14. GOVERNING LAW; VENUE, CONTRACTOR COMPLIANCE WITH LAWS: Texas law, including as applicable, the Texas Uniform Commercial Code, shall govern this Agreement and all matters in any way related to this Agreement. Wherever the term "Uniform Commercial Code" is used, it shall be construed as meaning the Uniform Commercial Code as adopted in the State of Texas as effective and in force on the date of this Agreement, and both Parties agree that venue for any litigation arising from or in any way relating to this Agreement shall exclusively lie in Travis County, Texas. Contractor agrees to abide by all local ordinances and all state and federal laws in the provision of its services, activities or programs to District, including but not limited to, the Americans with Disabilities Act, 42 USC §12111, *et seq.*, 29 CFR §1630, *et seq.*; Section 504 of the 1973 Rehabilitation Act, 34 CFR §104.1, *et seq.*; the Family Educational Rights and Privacy Act ("FERPA"), 20 USC §1232g, *et seq.*, 34 CFR §99.1, *et seq.*; Title IX of the Education Amendments of 1972, 20 USC §1681 *et seq.*, 34 CFR §106.1 *et seq.* the Health Insurance Portability and Accountability Act ("HIPAA"), any applicable federal, state, and local law and private grant requirements.
15. RETENTION OF RECORDS AND AUDIT: Contractor shall retain any books, documents, papers, and records that are directly pertinent to this Agreement. Contractor shall make the said materials available for audit, examination, excerpt, and transcription to District, sub-grantee or grantee of funds, or their authorized representatives, for a period of seven (7) years following termination of Agreement. Contractor agrees that it will allow District to examine, evaluate and audit Contractor's performance of services provided under the terms of this Agreement. Examination, evaluation and audit may include site visitation, observation of performance in operation, interview and the administration of questionnaires to employees of the Contractor when deemed necessary.
16. SPECIAL PROVISIONS: Special provisions, changes, or additions to the provisions shall be described in the box hereinbelow, or attached page, and are subject to express approval of the District's General Counsel.

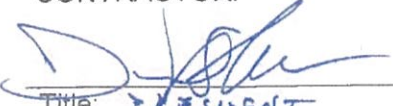
Signature Page

SIGNATORY AUTHORITY: Each individual signing this Agreement represents and warrants that he or she is duly authorized and has legal capacity to execute and deliver this Agreement. The signing of this document represents and warrants the execution and delivery of the Agreement and the performance of obligations that have been duly authorized.

AUSTIN INDEPENDENT SCHOOL DISTRICT:

 7/29/19
Principal/Director Date
Name: Celso Baez

CONTRACTOR:

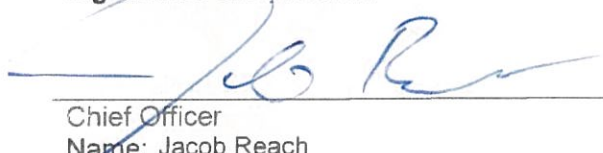
 6/5/19
Title: PRESIDENT Date
Name: Dave Shaw

Director, State, Federal, Private Accountability Date
(Applicable only if utilizing grant funds)

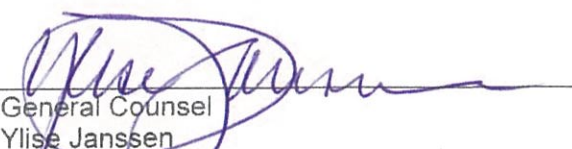
Title: _____ Date
Name: _____

Associate Superintendent/Executive Director Date
Name: Reyne Telles

District Policy CH- Agreements in value range of \$10,000-\$99,999 are only valid when the following signatures are present:

 7/8/19
Chief Officer Date
Name: Jacob Reach

DocuSigned by:
 7/30/2019
Chief Business & Operations Officer Date
Nicole Conley Johnson

 7/8/19
General Counsel Date
Ylise Janssen

 8/5/19
Superintendent Date
Paul Cruz, Ph. D.

APPROVED AS TO LEGAL FORM

District Policy CH -Board Item - \$100,000 and above

District Board President Date
Geronimo M. Rodriguez, Jr.

EXHIBIT A

Statement of Work

OWNERSHIP OF WORK: Contractor recognizes that the District will have perpetual, non-exclusive, non-transferrable license to use any work product or deliverables developed by the Contractor in the performance of the services and delivered to the District, upon the District's payment in full of all amounts due hereunder. The Contractor retains ownership of all information, software and other property owned by it prior to this agreement or which it develops independently of this agreement and all work products compiled or developed by the Contractor in the performance of this agreement.

CONFIDENTIALITY: The Contractor shall maintain strict confidentiality of all information, data or records relating to students of the District and shall not disclose information except as required to the implementation of services in accordance with the terms of this agreement, or as may be required by law.

INCORPORATION BY REFERENCE: All Invitation for Bids (IFB), Bids, Request for Proposals (RFP), Proposals, Request for Quotes (RFQ), and Quotes associated with this agreement hereunder shall be incorporated by reference.

INSTRUCTIONS:

Statement of Work will include a detailed description of required services that will be performed by the Contractor including actual tasks, deliverables, direct methodologies to be used, qualitative and quantitative designs, performance requirements and timelines (start and end dates) according to specifications and expectations of the agreement:

Description of service: *Type in service being rendered, attach quote or a detailed statement of work from Contractor.*

Please see attached scope of work for Board and Leadership IDI's, Message Development, and Strategic Communications Plan

Special Instructions to the District (what the District will provide i.e. Space, equipment, materials & supplies).

EXHIBIT B

Basis of Compensation

INSTRUCTIONS:

Basis of compensation should include applicable rate regarding:

- an hourly rate;
- daily rate; or
- payment schedule.

and the total amount as indicated in Provision 10 of this agreement.

Note: \$25,000 and above requires the completion of the Debarment, Suspension and Ineligibility Certification form in Exhibit F.

You may attach a COMPENSATION/ FEE SCHEDULE/ QUOTE or complete the pricing information below:

Compensation	Rate of Compensation	# of units	QTY	Subtotal
<i>Example:</i>				
\$ 25.00	Per Hour	x	Hours 4	= \$ 100.00

\$ 0.00	Per Hour	x	Hours 0	= \$ 0.00
\$ 0.00	Per Day	x	Days 0	= \$ 0.00
\$ 0.00	Per Participant	x	Participants 0	= \$ 0.00
\$ 17,125.00	Per Month	x	Months 2	= \$ 34,250.00
\$ 0.00	Materials*	x	0	= \$ 0.00
\$ 0.00	Other**	x	0	= \$ 0.00
AGREEMENT TOTAL				\$ 34,250.00

Payment will be made according to the District Comptroller's published Accounts Payable schedule.

* Record additional descriptive information here (i.e., Training materials)

****RELATED TRAVEL INFORMATION-**

If unscheduled travel is required (cost not included in total compensation) by the Contractor due to additional consultation of services requested by the District, the District will reimburse the Contractor and assigned staff travel expenses as per requirements below:

- District will only reimburse for transportation, meals and lodging expenses. (Reimbursement will not include gratuity, alcoholic beverages and entertainment expenses);
- Travel expenses must have actually been incurred during the performance period of the Agreement;
- Costs must be identifiable, supported by evidence of original receipts or other authorized payment documents; and
- Travel has to be undertaken by the most appropriate means of transport, the most direct practicable route and the least costly fare structure (economy class if air fare). Expenses for meals and lodging shall be paid within the requirements of the U.S. General Services Administration (GSA). Costs shall not exceed the allowable GSA travel rates identified by area and time period that can be located at www.gsa.gov.

EXHIBIT C

Criminal History Record Information Review Contractor Certification

As agreed to in Terms and Conditions, Section 13, Contractor is directly responsible to ensure that a criminal history record information review has been conducted and that there is no criminal history record that would prevent the Contractor or its employees, interns, volunteers, or sub-contractors from working in the District's facilities or in events sponsored by the District. Statutory citation found in Texas Education Code § 22.0834. Relevant District policy includes:

- CJA (LEGAL): Provides definitions of relevant terms such as 'covered contract employee,' direct contact with students,' etc., and Contractor responsibilities regarding criminal history record certification.
- GKG (REGULATION): Describes procedures and considerations for approval of volunteers and interns to work with students, including the appropriate background checks (fingerprint-based vs. name-based) to be conducted.
- DC (EXHIBIT): Includes District guidelines on responding to criminal history records.

To review full District policy related to criminal history record review, go to <http://pol.tasb.org/Home/Index/1146> and type policy reference (e.g., CJA, GKG, DC) into 'Search' field, or request the most recent policy updates from District Employee Relations Coordinator, Naomi Tafoya, by emailing naomi.tafoya@austinisd.org

On behalf of Arrow Media LLC ("Contractor"), I, the undersigned authorized signatory for Contractor, certify to Austin Independent School District ("District") that:

If I, personally, will have continuing duties related to the contracted services and direct student contact, I have obtained all required criminal history record information regarding myself through the Texas Department of Public Safety's Fingerprint-based Applicant Clearinghouse of Texas ("FACT"). I further certify to the District that I do not have a disqualifying criminal history. I agree to notify District in writing within three (3) business days if I am arrested or Adjudicated for a disqualifying reason during the term of this Agreement. I agree to provide to District, upon request, my full name and any other requested information so that District may obtain my criminal history record information. I understand that District may terminate my services at any time if District determines, at its sole discretion, that my criminal history is not acceptable.

[and check one]

☒ None of Contractor's employees, interns, volunteers, or sub-contractors are **covered employees**, as defined in Texas statute or District policy CJA (LEGAL). In the event that any of the Contractor's employees, interns, volunteers, and sub-contractors become **covered employees** during the term of this Agreement, Contractor will notify the District and submit Exhibit C.1 (Covered Employees List) to the District with updated information prior to **covered employees** coming in direct contact with students.


Or

☐ Some or all of Contractor's employees, interns, volunteers, or sub-contractors are **covered employees**. If this box is checked, I further certify that:

- (1) Contractor has obtained all required criminal history record information regarding its covered employees. None of the covered employees has a disqualifying criminal history.
- (2) If Contractor receives information that a covered employee subsequently has a reported criminal history, Contractor will immediately remove the covered employee from contract duties and notify District in writing within three (3) business days.
- (3) Exhibit C.1 (Covered Employees List) has been fully and accurately completed with information for all of Contractor's **covered employees**. If District objects to the assignment of a covered employee on the basis of the covered employee's criminal history record information, Contractor agrees to discontinue using that covered employee to provide services at District.

I also certify to District on behalf of Contractor that Contractor has obtained certifications from its sub-contractors of compliance.

Noncompliance or misrepresentation regarding this certification may be grounds for contract termination.



Signature
Title: PRESIDENT

6/5/19

Date

EXHIBIT C.1

Covered Employees List

- Complete all requested information.
- Use of a current driver's license or state-issued ID is required.
- You may download and submit this form electronically. Attach additional page, if needed.
- Please submit updates to this list to District Employee Relations Coordinator, Naomi Tafoya, at naomi.tafoya@austinisd.org

Last Name, First Name <i>as it appears on driver's license or state-issued ID</i>	Date of Birth	Driver's License or ID #	State of Issue	Name of Fingerprinting Agency

Additional Exhibits

EXHIBIT D. TRS RETIREE:

If you are receiving or have received retirement benefits through the Teacher Retirement System of Texas (TRS) or any other retirement program (Retirement Benefits), you acknowledge the following:

- The District cannot and does not make any guarantees regarding your continued right to receive the Retirement Benefits.
- You are relying on your own investigation and understanding of the law and upon the guidelines, rules, and regulations regarding employment after retirement of the program(s) under which you retired. You are not relying on any statements made by the District regarding the effect of District employment or contracting with the District on your Retirement Benefits.
- You agree not to sue or otherwise bring any claim against the District, its Board of Trustees, its Superintendent, or any other employee or agent of the District for any loss or reduction in the value of your Retirement Benefits.
- If you retired under the TRS, the District must report your employment to the TRS. You agree not to sue or otherwise bring any claim against the District, its Board of Trustees, its Superintendent, or any other employee or agent of the District based on such reports.
- You acknowledge that, because of your retiree status, the District will incur expenses over and above those associated with hiring a non-retiree in a similar position with similar years of experience. You agree that the District may reduce your pay or contracted compensation to offset these expenses, provided that your salary does not fall below the state minimum, if applicable.

If you are in fact a TRS Retiree, please print name and date of retirement below.

I, _____, confirm that I am a TRS retiree as of effective date: _____.

EXHIBIT E. DEBARMENT, SUSPENSION, AND INELIGIBILITY CERTIFICATION: Statutory citation is found in the U.S. Office of Management and Budget Circular A-102, 2 CFR 11 Part 215, and Federal Acquisition Regulation Subpart 9.4 Federal agencies, state agencies, and local governments, including the Austin Independent School District, shall solicit offers from, award contracts to, and consent to subcontracts with responsible contractors only. OMB Circular A-102, *Grants and Cooperative Agreements with State and Local Governments*, Section 1 (d), requires that Austin ISD shall not award a contract to a contractor, or consent to a subcontract with a contractor, that is debarred, suspended, proposed for debarment, or otherwise declared ineligible. "Contractor" means any individual or other legal entity that:

- (1) Directly or indirectly submits offers for or is awarded a Federal Government or Austin ISD contract or a subcontract under a Federal Government or Austin ISD contract; or
- (2) Conducts business, or reasonably may be expected to conduct business, with the Federal Government or Austin ISD.

A contract award with an amount expected to equal or exceed \$25,000 and certain other contract awards shall not be made to contractors that are listed on the Federal Government Excluded Parties List. Ref: 2 CFR 11 Part 215

Contractors submitting a bid or proposal in an amount expected to equal or exceed \$25,000 shall certify that neither their organization nor principal officers and agents nor subcontractors are debarred, suspended, proposed for debarment, or otherwise declared ineligible by a Federal agency.

I, the abovesigned officer or agent for the contractor named in the CONTRACTOR SIGNATURE field below, certify that neither this organization nor principal officers and agents nor subcontractors are debarred, suspended, proposed for debarment, or otherwise declared ineligible by a Federal agency.

EXHIBIT F. CAMPUS SECURITY REQUIREMENTS FOR CONTRACTORS: At all times when the Contractor, sub-contractor, staff, and volunteers enter a District facility, each individual must go to the front office of the campus and provide valid identification and justification of their presence on the campus.

EXHIBIT G. INVOICING AND PAYMENT: Once services described in "Statement of Work", Exhibit A have been performed and completed, the Contractor agrees to submit an original invoice referencing Purchase Order number requesting payment for performance: Austin Independent School District, 1111 West 6th Street, Austin, Texas 78703-5300, Attention: Accounts Payable. Contact number is 512.414.2362

EXHIBIT H. NOTICES: Any notices required or permitted by this agreement shall be in writing and delivered to the parties as set forth on page 10.

CONTACT INFORMATION FOR NOTICES

AUSTIN INDEPENDENT SCHOOL DISTRICT

(Initiator of agreement)

DCCE

School/Department

Celso Baez

Representative

Executive Director

Title

1111 West 6th Street

Address

Austin, TX 78739

City, State, Zip

512-414-1700

Business Telephone

Facsimile

celso.baez@austinisd.org

Business Email

6/4/2019

Date

COMPANY INFORMATION

Contractor: Complete information, check boxes below, and respond to Purchase Order (PO) preference.

NAOMI JACOBSEN

Contractor Name

DIRECTOR OF OPERATIONS

Title

ARROW MEDIA LLC

Business Name or DBA

211 E. 7th St. Ste. 635

Address

Austin TX 78701

City, State, Zip

512 499 8009

Business Telephone

Facsimile

naomi@arrowatwork.com

Business Email

6/5/19

Date

Independent Contract Certification:

☐ Check if Contractor was previously employed by the District

Tax Information:

☒ Check if W9 Tax Form has been completed and submitted to the District

Purchase orders (PO) are sent electronically

Please check preference:

☐ Fax

☒ Email

Additional contact information:

DAVE SHAW

Name

PRESIDENT

Title

512 499 8009

Business Telephone

dave@arrowatwork.com

Business Email



DATE May 31, 2019
TO Jacob Reach, Ed.D., Chief of Staff
FROM Dave Shaw
RE Proposed Scope of Work and Budget

Administration leaders and the Board of Trustees are seeking a communications strategist to assist with messaging, a strategic plan and media training for communicating about changes to come in the 2020-21 school year. Based on the intersection of AISD's needs and Arrow's expertise and capabilities, following is our approach to the assignment.

SCOPE OF WORK

Arrow will assign its most senior strategist and agency principal to this assignment, along with a project manager, and additional agency team members as needed. Services will include the following, listed in sequence.

1. Board and Leadership IDI's

We will begin with input from the Board of Trustees and administrative leadership to develop: (1) alignment around communication goals and objectives, (2) identification and prioritization of audiences, and (3) shared messaging. Our process will include:

- o Planning meeting with select Trustees and administrative leadership in order to identify issues and themes so we can develop a discussion guide for individual in-depth interviews (IDI's)
- o Ten (10) 45- 60-minute IDI's to include one each per Trustee and the Superintendent; in the interest of time, IDI's will be conducted on the phone or via Zoom video conference. Select IDI's may be conducted in person to be determined.
- o Executive summary of findings in PowerPoint or similar format

Timing: 2 weeks depending on scheduling availability of Trustees and Dr. Cruz, plus an additional 5 business days to draft the report once interviews are complete

Budget: \$13,500

2. Message Development

Based on what we learn from IDI's we will develop a hierarchy of shared messages and language for the Board and administration to use when communicating about school changes to come in 2020-21. Our goal is to develop an overall narrative with supporting messages that are clear, concise, compelling and "customer focused."



We intend to avoid the use of education industry jargon and technical terms as much as is practical. The messages will focus on main points and the high-level narrative and are not intended to communicate every detail about the changes to come. In no way does this diminish the importance of details; in fact, details should be readily available across multiple channels for audiences that want to know more. However, Arrow can add the greatest value by focusing on the most important ideas we need audiences to understand.

The following may be refined in its final form, but we anticipate the deliverable will be a document with the following general structure:

- o AISD's vision for the school changes to come: "What"
 - In one sentence
 - In one paragraph
 - Supporting messages and audience-specific messages
 - What the changes are *not*
 - Language to use and/or avoid
- o AISD's reason for the school changes to come: "Why"
 - In one sentence
 - In one paragraph
 - Supporting messages and audience-specific messages
 - Language to use and/or avoid
- o AISD's criteria for the school changes to come: "How"
 - In one sentence
 - In one paragraph
 - Supporting messages and audience-specific messages
 - Language to use and/or avoid
- o AISD's process for the school changes to come: "When"
 - In one sentence
 - In one paragraph
 - Supporting messages and audience-specific messages
 - Language to use and/or avoid
- o High-level FAQ

Timing: 3 weeks including first draft and two (2) rounds of client revisions

Budget: \$12,000

3. Strategic Communications Plan

Concurrent with message development we will develop a strategic plan for communicating about changes coming in 2020-21. The plan will include goals, objectives, audiences, strategies and tactics. Our plan will focus on three primary areas of communication:



1. Community Influencers

Influencers include business, civic, political and religious leaders representing various spheres of influence within AISD. We will develop a list of influencers, along with a calendar of potential speaking events and one-on-one meetings assigned to specific Trustees and the Superintendent. This will be a living document managed via Google sheets that can be updated in real-time.

2. Social Media

We will develop a strategy and editorial calendar for AISD's own social media channels, to include target audiences and focus areas of communication for each channel. The plan may include recommendations around paid social promotion along with ideas for social graphics and short videos relevant for executing the social media plan.

3. Earned Media

The earned media plan will include general interest and specialized media outlets, as well as specific reporters to engage. It will include proactive story ideas, timing and recommendations for content that should be developed such as opinion editorials, as well as roles for Trustees and Administration as it relates to communicating with the media. Similar to the community influencer plan, this will be a living document managed via Google sheets that can be updated in real-time.

Timing: 3 weeks concurrent with message development

Budget: \$8,750

4. Media Training

~~Arrow provides hands-on, interactive media training. Each session includes approximately 2 hours of materials review and an additional 2 hours of on-camera practice using the messages we will have developed in simulated interview situations. Some techniques from media training will also be applicable to public speaking situations. Topics and practice include the following principals and techniques:~~

- ~~o Message vs. soundbite~~
- ~~o Interview types (e.g., face-to-face, phone, on camera)~~
- ~~o The roles and responsibilities of interviewer and interviewee~~
- ~~o Preparing for interviews~~
- ~~o Managing the interview and how to stay on message~~
- ~~o Handling tough questions and how to recognize opportunity questions~~
- ~~o Appropriate attire for television interviews~~
- ~~o Setting and the environment of an interview~~

~~Each media training session is limited to three (3) participants to maximize personalized instruction and on-camera practice time.~~



~~Media training sessions are \$3,500 per session including materials. We recommend four (4) sessions to include Trustees and administrative leadership.~~

SUMMARY OF BUDGET AND TIMELINE

1. In-depth interviews (June)	\$13,500
2. Message development (July)	\$12,000
3. Communication plan (July)	\$8,750
4. Media training (after messaging is complete)	\$14,000

Our budget and timeline are estimated as accurately as possible based on the information we have at this time. Changes to the scope of work may require changes to the proposed budget and/or timeline. Invoices are presented on a project basis with 50% of each project fee invoiced upon approval to begin, and the remaining 50% invoiced upon Arrow providing deliverables to the client.

THANK YOU